

**Attachment C.VII.d.
to Family Care Waiver
Application Pre-Print**

**Section C:
Quality of Care and Services
Performance Improvement Projects**

Performance Improvement Projects

PART 1: Performance Improvement Projects

A. Overview

The main purpose of a Performance Improvement Project is to improve outcomes for the CMO membership overall or a group of members who have similar care and service needs.

Part 2 of this Addendum specifies certain focus areas and member outcomes to be addressed by Performance Improvement Projects. A project shall be based on one of the three focus areas: 1) self-determination and choice, 2) community integration, or 3) health and safety, and on at least one member outcome within the chosen focus area. Within the chosen focus area and outcome, the CMO shall develop specific measurable outcome indicators that will assist in measuring progress towards improving the broad outcome. The focus areas and outcomes are listed in this Addendum under “*Part 2: Performance Improvement Project Options.*”

Multiple Focus Areas – a single Performance Improvement Project may address more than one focus area or more than one outcome, as long as the Performance Improvement Project meets the requirements listed in section (B) below for each focus area and/or outcome selected.

Alternative Focus Areas or Outcomes – if the CMO wants to choose a Performance Improvement Project outside of the options provided in “*PART 2: Performance Improvement Project Options,*” the CMO shall submit the request to the Department for review and approval.

Collaborative Performance Improvement Projects – CMOs may satisfy the requirements of this Addendum by participating in collaborative Performance Improvement Projects in conjunction with one or more CMOs.

Other Projects – in addition to the required project specified above:

- The CMO may initiate its own Performance Improvement Projects, and
- The Department may require that the CMO conduct particular performance improvement projects that are specific to the CMO, and participate annually in at least one statewide QA/QI effort.

B. Schedule

- By the end of 2000 – the CMO shall initiate one Performance Improvement Project (see steps 1 – 6 in section C below). The CMO’s chosen Performance Improvement Project shall come from one of the three different focus areas listed under “*Part 2: CMO Performance Improvement Project Options.*”
- By the end of 2001:
 1. The CMO shall demonstrate improvement in the project initiated by the end of 2000 (see steps 7 and 8 in section C below).
 2. The CMO shall complete one additional Performance Improvement Project that is not an extension of the project conducted in the year 2000.

C. Components

The following components are required of every Performance Improvement Project. The CMO should include these components when designing, implementing, and evaluating a project. The Department will use these components to assess and evaluate projects conducted by CMOs.

1. *Topic*: A topic that is a relevant area of concern or an area of desired improvement for the CMO. The topic shall meet the following criteria:
 - The selected topic should affect a substantial portion of the CMO's members (or a specified sub-group of members) and be related to one of the focus areas and an outcome within a focus area listed in Part 2 of this Addendum.
 - The CMO may select a topic that focuses on conditions or services that occur less frequently in the membership, if there is a pattern of unexpected, adverse outcomes for the condition or service selected.
 - However, the prevalence of a condition or volume of services involved should be sufficient to permit meaningful study.
 - The CMO should select topics that need improvement either because there is significant variation in processes and outcomes within the CMO or the CMO's performance as a whole falls below acceptable benchmarks or norms.
 - Topics should focus on areas that the CMO could change to get better results or outcomes for members.
 - The CMO's providers shall have a formal opportunity to participate in the selection and prioritization of projects.
2. *Target Population*: A defined target population that includes all members who are involved in the aspect of care or services under the topic. Sampling is acceptable as long as the CMO ensures that individuals included in the samples are randomly assigned and the size is statistically valid.
3. *Purpose*: The aim or purpose of the project, i.e., the purpose statement should explain the reason for selecting the chosen topic, what interventions are to be improved, and intended improvements in results or member outcomes.
4. *Quality Indicators*: Defined objective quality indicators or measures that assist the project team in monitoring processes and outcomes of care and services for the target population. Quality indicators help the CMO measure progress towards goals. For each project, the CMO shall assess its performance using quality indicators that are:
 - Capable of measuring outcomes such as changes in health status, functional status, and enrollee satisfaction with CMO services, or measuring processes that are associated with outcomes. Examples of indicators are the presence or absence of symptoms, perceived quality of life, perceived quality of care, physical functioning, social role functioning, side effects of treatments, or prevention.
 - Measures of processes are used as a proxy for outcomes only when those processes relate significantly to outcomes.
5. *Data Collection Plan*: A data collection and analysis plan for determining CMO performance on quality indicators. The CMO shall take steps to ensure that data are uniformly extracted and recorded.
6. *Data Interpretation*: A summary and an interpretation of the findings, including a description of barriers or gaps in performance and/or improvement opportunities that have been identified from the analysis of the data.

7. *Improvement Plan*: A plan to improve care and services for the defined target population including:
 - Descriptions and an analysis of the specific process steps that are currently in place for delivering care and services to the defined target population
 - Specific interventions, identification of persons responsible for the interventions, timelines, and a description of how and when the project's effectiveness will be measured.
 - The CMO's interventions shall aim at achieving improvement that is significant and sustained over time.
 - A CMO demonstrates significant improvement when it achieves a benchmark level of performance that is defined in advance; or it achieves an increase in the percentage of members who achieve the desired outcome defined by the indicator.
 - Sustained improvement is demonstrated when the CMO shows through continued measurement that its performance gains have endured for at least one year.
8. *Evaluation*: A review and evaluation of whether or not the new interventions were effective in achieving the desired outcome(s). Once the improvement plans have been initiated, data shall be monitored over time for change.

D. Reporting Results to the Department

The CMO shall report the status and results of each project to the Department upon request.

The report shall include the following:

1. The topic and the reason the CMO selected the project topic;
2. A description of the population or sub-population and the sampling methods used if applicable;
3. A description of the aim or purpose of the project;
4. The specific quality indicators used to measure CMO performance and how they relate to one or more member outcomes defined in Part 2 of this Addendum;
5. A description of the data collection methods used and the procedures through which the CMO has assured that the data are valid and reliable;
6. A summary of the findings based on the analysis and interpretation of the data;
7. Documentation of the system interventions which were implemented to improve performance;
8. The results of the CMO's Performance Improvement Projects. Specifically, whether or not the CMO:
 - Achieved a level of performance that exceeded its own baseline performance; or
 - Measured a percent improvement in outcomes for the selected indicator(s).

Part 2: CMO Performance Improvement Project Options

Focus Area #1: Self-Determination and Choice

The CMO may choose one of the following member defined outcomes in this category.

Outcome: Members are treated fairly.

Outcome: Members have privacy.

Outcome: Members have personal dignity and respect.

Outcome: Members choose their services.

Outcome: Members choose their daily routine.

Outcome: Members achieve their employment objectives.

Focus Area #2: Community Integration

CMOs may choose one of the following member defined outcomes in the community integration focus area:

Outcome: Members choose where and with whom they live.

Outcome: Members participate in the life of the community.

Outcome: Members remain connected to informal support networks.

Focus Area #3: Health and Safety

CMOs may choose one of the following member defined outcomes in the health and safety focus area:

Outcome: Members are free from abuse and neglect.

Outcome: Members have the best possible health.

Outcome: Members are safe.

Outcome: Members experience continuity and security.